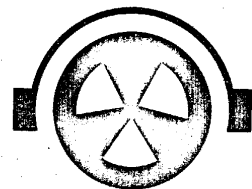


LANGUAGE HIGHLIGHTS

NUMBER 3

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THIS IS THE LAST ISSUE TO BE EDITED BY [REDACTED] INQUIRIES,
COMMENTS, AND CONTRIBUTIONS SHOULD BE ADDRESSED TO THE NEW
EDITOR, [REDACTED] EXTENSION 3271, ROOM 401, CHAMBER OF
COMMERCE BUILDING.

General Walters
on
Language Development.

Foreign intelligence rests upon language capability. Reporting of events and statements abroad requires that these events and statements be translated into the language of our intelligence customers.

Real intelligence work, however, demands much more than mere translation. It requires a deep appreciation of the culture, customs, and turns of mind of foreign leaders and peoples. Since these interact in their own languages, the very grammar of their languages affects the relationships among them. An understanding of those relationships must include an understanding of the subtleties of grammar and language in which they are expressed.

Thus, field operators as well as our analysts must master the language of the country on which they report if they are to provide intelligence in depth rather than surface accounts of developments.

My own experience with languages has reinforced these principles with frequent personal reminders of the advantages understanding of a language can provide to an appreciation of foreign leaders and peoples. Language then becomes more than a duty, it provides pleasure, identifying fine points in human relationships reflected by different turns of phrase.

I have been delighted to see the stress placed by the Agency on language development. We must continue this energetic program so that all of our employees can increase their effectiveness and appreciation of the foreign lands and peoples. We in the intelligence profession are committed to study, but we also enjoy studying. Language Highlights reflects the variety of opportunities available to us to improve our capabilities. I am sure all will take full advantage of them, to increase our effectiveness and to experience the many extra pleasures language skills can give us.

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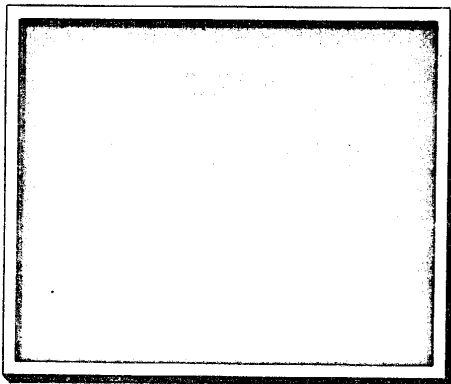
Vernon A. Walters
Lieutenant General, USA
Deputy Director

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AVOIDING A LANGUAGE CRISIS:



WILL CIA HAVE ENOUGH SPEAKERS AND READERS OF FOREIGN LANGUAGES TO MEET ITS LANGUAGE NEEDS IN THE SECOND HALF OF THE 1970'S?

HAVING INHERITED A SUBSTANTIAL LANGUAGE CAPABILITY FROM OSS, THERE WERE FEW WORRIES DURING THE FIRST 20 YEARS OF ITS EXISTENCE THAT THE AGENCY HAD ALL THE LANGUAGE SKILLS IT NEEDED. THE INVENTORY OF SKILLS WAS LARGE AND DIVERSE, AND IN MANY CASES OFFICERS WERE NATIVE OR NEAR-NATIVE SPEAKERS. IN THE MID-1960'S, HOWEVER, IT BECAME CLEAR THAT LANGUAGE ASSETS ~~Approved For Release 2001/07/30 : CIA-RDP78-07181R000200040012-0~~ WERE BEING RETIRED. THERE WAS NO CO-ORDINATED EFFORT TO COUNTERACT THE TREND

UNTIL 1966, WHEN THE DIRECTOR CREATED THE LANGUAGE DEVELOPMENT COMMITTEE TO DEVELOP A PROGRAM TO INSURE THAT THE AGENCY WOULD HAVE A STRONG FOREIGN LANGUAGE CAPABILITY IN THE FUTURE. WITH THAT, THE LANGUAGE DEVELOPMENT PROGRAM BEGAN.

ONE OF THE FIRST TASKS OF THE COMMITTEE WAS TO GET AN ACCURATE PICTURE OF WHAT OUR LANGUAGE ASSETS ACTUALLY WERE. THE RECORDS AT THAT TIME LUMPED TOGETHER TESTED SKILLS WITH UNVERIFIED "CLAIMS," GIVING AN EXAGGERATED PICTURE OF THE AGENCY'S FOREIGN LANGUAGE CAPABILITY. ON THE PREMISE THAT AN UNTESTED LANGUAGE SKILL WAS THE SAME AS NO USABLE LANGUAGE SKILL AT ALL, THE COMMITTEE LAUNCHED A CAMPAIGN TO FORMALLY TEST EVERY EMPLOYEE WITH A CLAIMED, BUT UNVERIFIED, LANGUAGE PROFICIENCY. IF YOU RECEIVED A CARD DURING THIS TIME, ASKING YOU TO HAVE YOUR LANGUAGE PROFICIENCY TESTED, YOU WERE INVOLVED IN THE EFFORT TO FIND OUT HOW THE LANGUAGE INVENTORY STOOD. IT WAS A SOBERING EXPERIENCE FOR THE COMMITTEE WHEN, DURING 1966 - 71, THREE OUT OF FOUR EMPLOYEES WHO HAD PREVIOUSLY CLAIMED A LANGUAGE PROFICIENCY DISCLAIMED THE PROFICIENCY WHEN INVITED FOR TESTING. THE INVENTORY SHRANK TO LESS THAN HALF ITS SIZE. BUT THE NEW INVENTORY WAS MORE ACCURATE, AND IT HAS ENABLED THE COMMITTEE TO REPORT TO THE DIRECTOR ON HOW WELL THE AGENCY'S ASSETS MATCH ITS REQUIREMENTS.

ANOTHER MEASURE TAKEN BY THE COMMITTEE WAS TO INSTITUTE A PROGRAM OF PAYING CASH AWARDS AS INCENTIVES TO EMPLOYEES WHO WERE ASKED TO STUDY SPECIFIED LANGUAGES TO GAIN SPECIFIED LEVELS OF PROFICIENCY (SEE LANGUAGE HIGHLIGHTS, AUGUST 1971). SO FAR, THE INCENTIVE PROGRAM HAS BEEN SMALL (AROUND 60 AWARDS HAVE BEEN PAID OUT), BUT THROUGH IT THE NUMBER OF SKILLS IN HIGH-PRIORITY LANGUAGES LIKE LAO, THAI, TURKISH, AND PERSIAN HAS GROWN. IN ADDITION, THE VERY EXISTENCE OF THE INCENTIVE PROGRAM, WITH CASH AWARDS UP TO \$2,400, HAS EMPHASIZED AGENCY MANAGEMENT'S INTEREST IN LANGUAGES AND ITS DESIRE TO DEVELOP MORE LANGUAGE-QUALIFIED OFFICERS.

IN FACT, THAT IS REALLY WHAT THE LANGUAGE DEVELOPMENT PROGRAM IS ALL ABOUT. A GREAT DEAL OF THE LANGUAGE DEVELOPMENT COMMITTEE'S EFFORT HAS GONE INTO LITTLE-NOTICED ACTIVITIES LIKE WRITING REGULATIONS AND REPORTING STATISTICS ON LANGUAGE TRENDS. THE PROGRAM HAS BEEN TO SPREAD TO THE AGENCY AS A WHOLE THE CONCERN FOR LANGUAGE SKILLS THAT HAS BEEN EXPRESSED REPEATEDLY BY TOP MANAGEMENT, AS IN THE STATEMENT BY GENERAL WALTERS

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THAT INTRODUCES THIS ISSUE OF LANGUAGE HIGHLIGHTS.

THE GROWING AWARENESS AMONG MANAGERS, SUPERVISORS AND TRAINING OFFICERS OF THE NEED FOR DEVELOPING LANGUAGE-QUALIFIED OFFICERS IS EVIDENCE THAT THE PROGRAM IS SUCCEEDING. ENROLLMENTS IN LANGUAGE TRAINING BOTH AT HOME AND ABROAD ARE AT AN ALL-TIME HIGH. LANGUAGE COMPETENCE HAS BECOME A RECURRENT THEME IN PANEL DISCUSSIONS AND IN FITNESS REPORTS WHERE LANGUAGE SKILL IS IMPORTANT TO THE JOB. RECRUITERS ARE LOOKING MORE CLOSELY AT THE LANGUAGE QUALIFICATIONS OF PROSPECTIVE EMPLOYEES. MORE AND MORE, CANDIDATES FOR OVERSEAS ASSIGNMENTS ARE BEING JUDGED NOT ONLY BY THEIR OPERATIONAL SKILLS BUT BY THEIR TESTED LANGUAGE COMPETENCE AS WELL. AND THERE IS A GROWING FEELING THAT, AS IN THE FOREIGN SERVICE, CAREER DEVELOPMENT FOR PERSONNEL IN LANGUAGE-ESSENTIAL POSITIONS SHOULD BE TIED MORE CLOSELY TO QUALIFICATIONS IN AT LEAST ONE FOREIGN LANGUAGE.

AS AWARENESS OF LANGUAGE NEEDS INCREASES, THE DEMAND FOR LANGUAGE SERVICES INCREASES, AND THE LANGUAGE DEVELOPMENT PROGRAM IS EXPANDING TO MEET THESE DEMANDS, PARTICULARLY THROUGH THE OFFERINGS OF THE LANGUAGE SCHOOL. AS OF SEPTEMBER, THE LANGUAGE SCHOOL, IN ADDITION TO ITS REGULAR OFFERINGS IN THE CHAMBER OF COMMERCE BUILDING, IS CONDUCTING PART-TIME COURSES IN FRENCH, SPANISH, RUSSIAN AND CHINESE IN THE HEADQUARTERS BUILDING DURING DUTY HOURS. CASSETTES AND LANGUAGE TEXTS ARE NOW AVAILABLE TO ALL EMPLOYEES INTERESTED IN STUDYING A FOREIGN LANGUAGE AT HOME. UNDER SPECIAL ARRANGEMENTS, PROFICIENCY TESTS CAN NOW BE ADMINISTERED AT HEADQUARTERS FOR COMPONENTS WHICH WANT TO VERIFY THE LANGUAGE CAPABILITY OF A LARGER GROUP OF PERSONNEL. COURSES FOR DEPENDENTS HAVE BEEN STARTED IN FRENCH AND SPANISH. RUSSIAN READING COURSES AT HEADQUARTERS HAVE BEEN EXPANDED TO ACCEPT PARTICIPANTS FROM ALL COMPONENTS, AND THE BEFORE-AND-AFTER-HOURS (BAHLT) PROGRAM HAS BEEN BROADENED TO REACH COMPONENTS OUTSIDE THE HEADQUARTERS BUILDING. LANGUAGE HIGHLIGHTS IS ANOTHER CONTRIBUTION OF THE LANGUAGE SCHOOL TO THE LANGUAGE DEVELOPMENT PROGRAM.

WE ARE STILL LOSING LANGUAGE RESOURCES FASTER THAN WE DEVELOP NEW ONES -- OVER 300 LANGUAGE-QUALIFIED EMPLOYEES LEFT THE AGENCY IN 1971. BUT IF THE LANGUAGE DEVELOPMENT PROGRAM AND THE VARIOUS MEASURES AND DEVELOPMENTS DESCRIBED ABOVE CONTINUE TO HAVE THE ACTIVE SUPPORT OF AGENCY EMPLOYEES AND MANAGERS, THERE IS NO QUESTION THAT THE TREND WILL BE REVERSED AND AN EXPANDING LANGUAGE CAPABILITY ASSURED.



ILLEGIB

| CLASS | OFFICERS WITH TESTED S-3 | | | | OFFICERS WITH TESTED S-3 IN 2 OR MORE LANGUAGES | | | |
|-------|-----------------------------------|------|------|------------------------------|--|------|------------------------------|-----------------------------------|
| | Number of Officers in Class | No. | % | Change in % since 8/31/66 | No. | % | Change in % since 7/15/67 | Tested S-3 Skills Per Class |
| CA | 3 | 1 | 33.3 | +33.3 | --- | --- | --- | 1 |
| CM | 54 | 32 | 59.3 | +13.9 | 16 | 29.6 | +1.3 | 51 |
| FSO-1 | 278 | 180 | 64.7 | +12.4 | 75 | 27.0 | +8.3 | 287 |
| FSO-2 | 396 | 271 | 68.4 | + 8.3 | 113 | 28.5 | +6.7 | 427 |
| FSO-3 | 599 | 438 | 73.1 | +10.7 | 215 | 35.9 | +7.1 | 742 |
| FSO-4 | 660 | 552 | 83.6 | +16.6 | 277 | 42.0 | +8.1 | 900 |
| FSO-5 | 568 | 506 | 89.1 | +12.5 | 171 | 30.1 | +2.1 | 719 |
| FSO-6 | 314 | 234 | 74.5 | - 2.9 | 42 | 13.4 | -2.9 | 284 |
| FSO-7 | 179 | 72 | 40.2 | -14.0 | 6 | 3.4 | -1.4 | 81 |
| FSO-8 | 32 | 9 | 28.1 | - 7.1 | --- | --- | -3.6 | 9 |
| TOTAL | 3083 | 2295 | 74.4 | +10.6 | 915 | 29.7 | +6.5 | 3501 |

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